



Human Resources Job Family: **Training /Organizational Development Progression**

These generic job title summaries are intended to indicate the kinds of tasks and levels of work complexity that will be required of positions classified to any of these titles and are not intended to be construed as declaring the specific duties and responsibilities of any particular position. The use of particular expressions or illustrations describing functions within a specific job title does not exclude other duties of a similar kind and/or level of complexity. Positions are classified to a particular job title based upon the predominant level of expected work complexity. ***A position that is classified into this title and band must meet the Cornell requirements for exemption under the FLSA***

GENERIC JOB PROFILE SUMMARIES

Training/ Organizational Development Specialist II INDIVIDUAL CONTRIBUTOR	Training/ Organizational Development Specialist III INDIVIDUAL CONTRIBUTOR	Training/ Organizational Development Specialist IV INDIVIDUAL CONTRIBUTOR	Director Training/ Organizational Development I MANAGEMENT	Director Training/ Organizational Development II MANAGEMENT
Obtain data and research best practices in training, career planning, and talent retention. Manage and support programs and services.	Obtain data and research best practices in training, career planning, and talent retention.	Obtain data and research best practices in training, career planning, and talent retention.		
Work collaboratively with colleagues on occasion in the consultation, design, facilitation, and delivery of programs and services.	Consult with staff, faculty and leadership to understand their objectives and challenges; Designs and delivers custom facilitation and complex conflict resolution in both the academic, administrative and systems environment.	Consult with staff, faculty and leadership to understand their objectives and challenges; Designs and delivers custom facilitation and complex conflict resolution in both the academic, administrative and systems environment.	Consult with staff, faculty and leadership to understand their objectives and challenges; Plans, directs, designs, implements, and administers training programs.	Plan and direct Organizational Development, Organizational Effectiveness, and training programs.
Consult with employees regarding career management tools and programs; support managers in providing direction and development for their staff.	Design, develop, and implement career planning and development strategies, programs and services for staff; serve as lead facilitator for programs, services and systems.	Design, develop, and implement programs, services, and development strategies for staff and faculty; serve as lead facilitator for programs, services and systems.	Directs and leads broad-spectrum programming having significant impact across the university's colleges and units.	Direct, lead and shape strategies, approaches, and broad-spectrum programming having significant impact across the university's colleges and units.
	Design and facilitate customized interventions or individual coaching requests.	Design and facilitate customized interventions or individual coaching requests.	Design and facilitate customized organizational development (OD) or effectiveness (OE) programs.	Plan and direct the design and facilitation of customized organizational development (OD) or effectiveness (OE) programs.

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	Design and administer metrics evaluation and analysis; create and administer surveys for the university and clients. Record and track related measures; Manage the development, collection, analysis, and delivery of program data.	Provide high quality, value-add custom designs as measured by client feedback that influence, increase effectiveness and enhance performance on an individual and organizational level.	Provide high quality, value-add custom designs as measured by client feedback that influence, increase effectiveness and enhance performance on an individual and organizational level.	Oversee the high quality, value-add custom designs as measured by client feedback.
	Administer and train on instruments related to OD/training work (such as MBTI, 360 degree feedback, Emotional Social Competency Indicator, DiSC, Strengths Finder, HRIS systems etc.).	Administer and train on instruments related to OD/training work (such as MBTI, 360 degree feedback, Emotional Social Competency Indicator, DiSC, Strengths Finder, HRIS systems etc.).	Administer and train on instruments related to OD/training work (such as MBTI, 360 degree feedback, Emotional Social Competency Indicator, DiSC, Strengths Finder, HRIS systems etc.).	
	Proactively assist in university or general culture change initiatives; May advise, consult, co-create, facilitate the delivery of major university system changes and re-engineering efforts.	Plan and prioritize internal or external initiatives; Advise, consult, co-create, facilitate the delivery of major university system changes and re-engineering efforts.		
Facilitate training programs; create, organize, prepare, and distribute materials for training workshops; respond to inquiries regarding training programs.	Research, design and facilitate training program/presentations; create, organize, prepare, and distribute materials for training workshop and/or presentations; respond to inquiries regarding training programs.	Develop, design, lead and facilitate training programs and/or presentations; develop materials for training workshops/ presentations.	Partner with leadership to design, develop and execute strategy aligned with university and college/unit objectives; may establish and execute a communications strategy.	Partner directly with the VP for HR and senior leadership to design, develop and execute strategy aligned with university and college/unit objectives; establishes and executes compensation communications strategy.
			Provide leadership and supervision for the programmatic and consultative operations; establishes positions and service structure, assigns responsibilities, selects, manages performance, development and rewards for staff; establishes service standards.	Provide leadership and supervision for the programmatic and consultative operations; establishes positions and service structure, assigns responsibilities, selects, manages performance, development and rewards for staff; establishes service standards.

JOB FACTOR PROFILE TABLE

FACTOR PROFILE	11830 TRAINING /ORGANIZATIONAL DEVELOPMENT SPECIALIST II, BAND E	11831 TRAINING /ORGANIZATIONAL DEVELOPMENT SPECIALIST III, BAND F	11832 TRAINING /ORGANIZATIONAL DEVELOPMENT SPECIALIST IV, BAND G	11833 DIRECTOR TRAINING /ORGANIZATIONAL DEVELOPMENT I, BAND H	11834 DIRECTOR TRAINING /ORGANIZATIONAL DEVELOPMENT II, BAND I
MINIMUM EDUCATION AND EXPERIENCE EQUIVALENCY	Bachelor's degree and up to 2 years relevant experience or equivalent combination	Bachelor's degree and 3 to 5 years relevant experience or equivalent combination	Bachelor's degree and 5 to 7 years relevant experience or equivalent combination	Bachelor's degree and 7 to 10 years relevant experience or equivalent combination	Master's degree and more than 10 years relevant experience or equivalent combination
IMPACT	Moderate impact	Moderate impact	Moderate impact	Significant impact	Significant impact
CONTACTS - INSIDE	Assists others Cooperation of task completion	Provide guidance to others Coordinate activities	Persuading others to take a particular course of action Coordinate major activities	Contribute to group projects Coordinate major activities	Contribute to group projects Coordinate major activities
CONTACTS - OUTSIDE	Provide information within pre-established documents or programs	Provide information within pre-established documents or programs	Providing/receive guidance, advice or information that must be analyzed and developed by the position	Providing/receive guidance, advice or information that must be analyzed and developed by the position	Develop/make presentations/negotiate with others
CONTACTS - STUDENTS	Limited contact	Limited contact	Limited contact	Limited contact	Limited contact

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SUPERVISION	Provide guidance, counsel and information to employees throughout the University in specific support areas	Provide guidance, counsel and information to employees throughout the University in specific support areas	Day-to-day supervision to employees within the dept	Provide supervisory direction to other supervisors	Provide supervisory direction to other supervisors
COMPLEXITY	Frequently adapt, combine or make improvements in an existing service, product, process or program. Work requires reasoning skills and judgment	Occasionally required to develop new, imaginative or innovative solutions, services, products, process or programs. Work requires sophisticated reasoning skills.	Occasionally required to develop new, imaginative or innovative solutions, services, products, process or programs. Work requires sophisticated reasoning skills.	Continually required to develop new, imaginative or innovative solutions, services, products, processes, and programs. Work requires conceptual and imaginative thinking in a highly complex and unchartered environment	Continually required to develop new, imaginative or innovative solutions, services, products, processes, and programs. Work requires conceptual and imaginative thinking in a highly complex and unchartered environment
LEVEL OF DECISION MAKING	Responsible for assisting in and influencing decisions concerning policy-setting, research, planning, or students	Responsible for assisting in and influencing decisions concerning policy-setting, research, planning, or students	Responsible for assisting in and influencing decisions concerning policy-setting, research, planning, or students	Responsible for making decisions concerning policy-setting, research, planning or students	Responsible for making decisions concerning policy-setting, research, planning or students
FREEDOM OF ACTION	General supervision Some interpretation of established policies and procedures required	General supervision Some interpretation of established policies and procedures required	Very general supervision Interpretation of work policies and procedures, and, at times, deviation from standard work practices	Very general supervision Interpretation of work policies and procedures, and, at times, deviation from standard work practices	Very general supervision Interpretation of work policies and procedures, and, at times, deviation from standard work practices
EFFECT OF DECISION MAKING	Directly affect multiple functional areas Limited effect on students and employees	Directly affect an entire department Moderate effect on students and employees	Directly affect an several departments Significant effect on students and employees	Decisions directly affect more than one college, school, administrative unit.	Decisions directly affect more than one college, school, administrative unit.
WORKING CONDITIONS	Normal working conditions including no or limited exposure to hazardous conditions/materials/equipment. Safety gear may sometimes be required.	Normal working conditions including no or limited exposure to hazardous conditions/materials/equipment. Safety gear may sometimes be required.	Normal working conditions including no or limited exposure to hazardous conditions/materials/equipment. Safety gear may sometimes be required.	Normal working conditions including no or limited exposure to hazardous conditions/materials/equipment. Safety gear may sometimes be required.	Normal working conditions including no or limited exposure to hazardous conditions/materials/equipment. Safety gear may sometimes be required.